ORGANIZATIONAL BEHAVIOUR - COMMUNICATION

Dr.M.P.Ganesh, IIT Hyderabad

Outline

- The process of interpersonal communication

- Communication Styles

- Paralinguistic and Non-verbal communication

- The communication climate

- Common information effect

- The hidden profile paradigm

- Managing team meetings

Process and components

- Sender and receiver

- Message: a purpose to be conveyed

- Encoding: converting a message into symbols

- Channel: the medium a message travels along

- Decoding: translating a sender's message

- Noise: any disturbance that interfere with the transmission, receipt, or feedback of a message
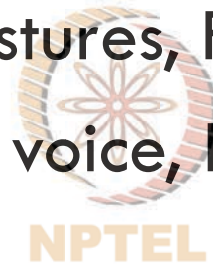
Communication styles

- Driver – direct and task oriented

- Animated – enthusiastic and relationship oriented

- Amiable – supportive and avoids change and confrontation

- Analytical – accurate and detail oriented

Paralinguistic communication

□ Very powerful mode of communication

□ Major part of our communication is non-verbal

□ Body language, Gestures, Facial expressions

□ Vocal Cues, Tone of voice, Inflection, Pauses, Emphasis

□ Punctuates verbal messages like exclamation marks, question marks, boldface

Non-verbal communication

- Proxemics: the study of spatial interrelationships.
- Kinesics: the study of the role of body movements, such as winking, shrugging, etc., in communication.
- Silence: affects timing and turn-taking during discourse
- Symbols: Clothing/Hairstyles/Cosmetics/Artifacts
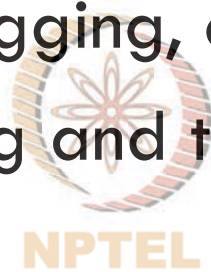
Silence and turn-taking

- Silence is interpreted differently among cultures.

- In western cultures silence is interpreted as "non-comprehension".

- Most eastern cultures are comfortable with silence between conversation.

- Intrusion while speaking is acceptable in some culture but seen as rudeness in others.

The communication climate

Common information effect

- Non-overlapping case

- Distributed partial overlap

- Fully shared case

The hidden profile paradigm

- ☐ Part of some information is shared among group members, whereas other pieces of information are unshared.

- ☐ Groups rarely discover the hidden profile and discuss proportionally more shared than unshared information.

- ☐ Shared information more likely to be exchanged initially.

Handling hidden profile paradigm

- Focus on unshared/unique information
- Use the problem solving approach rather than decision making approach.
- Rank order
- Consider alternatives one at a time
- Create awareness
- Suspend initial judgment
- Build trust
- Minimize status difference
- Communicate confidence.

Managing team meetings

- Attendance as a team value

- Punctuality

- Recording, transforming, and distributing meeting information

- Purpose of recording information

- Agenda building for the next meeting